

# Scotland's public sector workforce

## Aberdeenshire Council's workforce planning toolkit and NHS six steps methodology



### Aberdeenshire Council toolkit

Aberdeenshire Council developed a workforce planning toolkit with financial support from the Improvement Service. The toolkit was launched in March 2011 at an event to which all councils were invited. The council continues to promote its toolkit and provide help to others. Managers can use the toolkit when reviewing workforces to help identify and respond to gaps or surpluses in their future workforce needs.

The toolkit is based on a six step model of workforce planning. It provides a structure for performing workforce planning and incorporates the tools and techniques needed to work through each step. It enables those involved in workforce planning to find out and analyse core data on current employees, including age, turnover, length of service, post, gender, ethnicity, disability and location. It has a five-year forecast period.

| Step                             | What this step involves  | How the toolkit helps   |
|----------------------------------|--|---|
| <b>1. Environmental analysis</b> | Identifying the internal and external factors that may affect an organisation now and in the future and considering how these may affect the likely future of the organisation | <p>The user carries out PESTLE and SWOT analysis of the service. Guidance is available for those who have not done these before. A scenario planning option is available; it pulls all the analysis together and develops scenarios from the main factors that influence change.</p> <p>It is possible to use three of the toolkit's measures for equalities impact assessments. It enables managers to assess where changes would have a disproportionate impact on the workforce.</p> |
| <b>2. Demand forecasting</b>     | Estimating numbers and types of employees that the organisation is likely to need in the future  | The user inputs figures based on discussions and workshops to project the demand both for staff numbers and types of role in the light of the scenarios developed in step 1. You can use the system to predict various scenarios.   |
| <b>3. Supply forecasting</b>     | Estimating numbers and types of employees likely to be available to the organisation in the future   | The system shows the general trend and number of staff available over five years. It takes account of turnover and assumes a retirement age of 65.  |

| Step                           | What this step involves  | How the toolkit helps  |
|--------------------------------|--|--|
| <b>4. Gap analysis</b>         | Identifying critical gaps between supply and demand  | The system identifies shortages or surpluses of staff based on the estimates of supply and demand. A table displays data recorded by the gap analysis, identifying priorities and the impact on the workforce.   |
| <b>5. Strategy development</b> | Developing appropriate strategies to fill identified gaps  | The user sets out possible actions needed to respond to gaps or surpluses. For each action the system identifies resources needed, timescales, leads and monitoring methods. The toolkit's report includes the SWOT or PESTLE analysis, and all the information from the previous steps. |
| <b>6. Monitor and evaluate</b> | Reviewing success of previously implemented strategies, and highlighting emerging issues that require the development of new solutions | An on-going task. The user reviews the exercise and make changes to reflect changing circumstances.  |

Source: Audit Scotland and Aberdeenshire Council.

### Brief summary NHS six steps methodology

The six steps methodology to integrated workforce planning (Skills for Health, 2008) is the workforce planning approach recommended by the then Scottish Government Health Department.

The six steps are defined as:

- defining the plan
- mapping service change
- defining the required workforce
- understanding the available workforce
- defining an action plan
- implement, monitor & refresh.

Source: NHS Lanarkshire workforce plan